

5 SEP 1986

MEMORANDUM FOR: Director, African and Latin American Analysis
Director, Current Production and Analytic Support
Director, East Asian Analysis
Director, European Analysis
Director, Global Issues
Director, Imagery Analysis
Director, Information Resources
Director, Leadership Analysis
Director, Near Eastern and South Asian Analysis
Director, Scientific and Weapons Research
Director, Soviet Analysis
Chairman, "II" Career Service Panel

FROM: Richard J. Kerr
Deputy Director for Intelligence

SUBJECT: Three-Year Trial Period Certification

REFERENCE: OPM 20-2-4, dated 23 May 1986

1. Reference memorandum restates the importance of the three-year trial period and outlines new certification procedures. In conjunction with this change, I wish to underscore the point that the trial period is an important time to both the employee and the Agency. It provides the employee an opportunity to evaluate the Agency as an employer. From an Agency perspective the trial period provides the first-line supervisor and more senior management with an opportunity to evaluate the new employee. Supervisors must be sensitive to the competency, work habits, behavior and reliability of all employees but especially those who are within their three-year trial period. This is a serious responsibility.

2. In the wake of some unfortunate incidents, three-year trial period procedures were recently reviewed and a new certification form was developed. The new form must be completed on each employee near the end of the trial period and must be signed by the supervisor and the head of the employee's career service. I am delegating final reviewing authority to each of you for all cases in which the recommendation is unconditional retention. However, when the recommendation is other than unconditional retention, the case will be reviewed by the Performance Review Panel (PRP). The recommendation of the PRP will be forwarded to me prior to submission to the Office of Personnel.

12

SUBJECT: Three-Year Trial Period Certification

3. All forms regardless of your recommendation should be forwarded to
ODDI/MPSS/Personnel, 2E42 Headquarters. [redacted]

STAT
STAT
STAT

[redacted]
Richard J. Kerr

STAT

SUBJECT: Three-Year Trial Period Certification

Distribution:

1-Each addressee

1-ADDI

1-DI Registry

1-C/MPSS

1-Chrono

1-Subject

ODI/MPSS 4 September 1986

STAT



PERSONNEL MEMORANDUM

OP MEMORANDUM NO. 20-2-14

23 May 1986

SUBJECT: THREE-YEAR TRIAL PERIOD CERTIFICATION

1. The three-year trial period is an important time to both the employee and the Agency. For the employee it provides an opportunity to evaluate the Agency as an employer, to become familiar with security restrictions and to learn the Agency's culture and work ethic. From an Agency perspective the trial period provides the first line supervisor and more senior management with an opportunity to evaluate the new employee in his or her Agency job environment. During this period it is essential that frequent discussions take place between employees and supervisors to regularly monitor the employee's progress both in terms of adjusting to Agency employment as well as job performance. Even though technical competence to do the job is a key factor, supervisors also must focus on certain suitability issues which are relevant to their certification of an employee's successful completion of the trial period.

2. It will not always be obvious to a supervisor that an employee may be having a problem; but more often than not, there are indications which the sensitive supervisor can discern. The suitability factors which managers need to be concerned about include:

a. Inappropriate or immature behavior, gross personal deficiencies, or striking lifestyle changes.

b. Severe indebtedness exhibited by living beyond one's financial means and evidenced by collection agencies seeking payment, garnishment of wages and delinquent official accountings.

c. Unsuitable work habits as evidenced by an inability to get along with coworkers, returning short of tour for cause, marginal work performance, reprimands, suspensions, or other disciplinary actions.

d. A lack of reliability evidenced, for example, by habitual tardiness or use of unscheduled leave.

ADMINISTRATIVE - INTERNAL USE ONLY

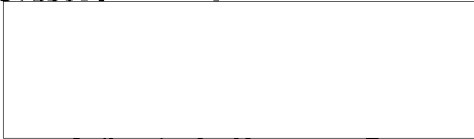
e. Lack of discipline as evidenced by poor security habits, mishandling of classified information, a persistent background of security violations, or unreported close and continuing contacts with foreign nationals.

f. Medical problems such as serious illnesses, alcohol or drug abuse, or psychological or emotional difficulties.

3. The presence of one or more of these factors is not necessarily "disqualifying," but may be an indicia that a more careful look at the employee is needed, that counseling may be appropriate, or that supervisors should avail themselves of Agency resources outside the component, for example, in OMS, OP, or OS.

4. During the trial period, there should be continuing management observation, counseling, evaluation, and feedback concerning the individual's performance and suitability; and the employee being evaluated should have the opportunity to provide all appropriate input. If this counseling and feedback occurs, there should be no surprises at the end of the trial period.

5. At the conclusion of the three-year trial period, supervisors will prepare the three-year trial period certification form (attached). Subject to appropriate Career Service review, the certification will be signed by the Deputy Director or designee having career cognizance, and the certification will accompany the three-year trial period 1152 that is forwarded to OP/SAS. Supervisors completing the certification are responsible for considering other supervisory inputs where the individual has had other trial-period assignments. In the event the recommendation is removal from the Agency or referral to the Employee Review Panel (ERP) for action, a memorandum of justification is required from the supervisor.


Robert W. Magee
Director of Personnel

OPM 13-86

STAT

Attachment

ADMINISTRATIVE - INTERNAL USE ONLY

Page Denied

Next 1 Page(s) In Document Denied